

PANORAMA OF WILLOW LODGE as seen from the roof of the old farm homestead now serving as quarters for contractors

BUILD FRONTIER TOWN T

Willow Run Townsite, Designed to House 25,000 Ford Bomber Plant Workers and Their Families: Comprises Hotel Units, Trailer Accommodations, Family Dwellings: Located on 2000-Acre Tract Under Cultivation a Year Ago.

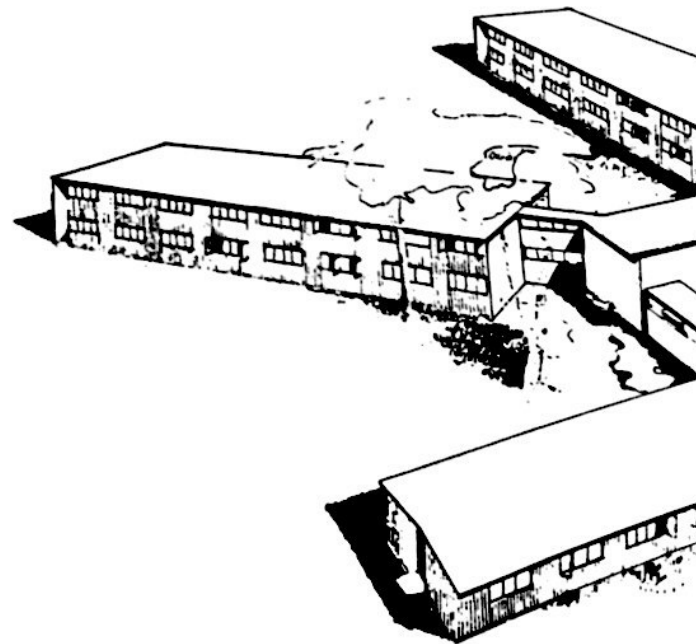
IN RECENT years we have heard it said there are no more frontiers in America. People who have made this remark should visit a community that is now coming into being, thirty-one miles from the center of Detroit and a mile and one-half from the city of Ypsilanti. It is known as Willow Run Townsite, the nearest part of it being about a mile from the great Willow Run plant of the Ford Motor Company, where huge bombers are being built at a constantly accelerated speed.

Accommodations for 25,000 people are involved in the entire program, yet only twelve months ago, farmers were planting their crops on the 2,000 odd acres that will comprise the community. We visited it a few weeks ago and could not help but recall the often-heard comment that the frontier had disappeared from America,—for, if ever a community had the earmarks of a frontier town, surely the Willow Run Townsite has that appearance today.

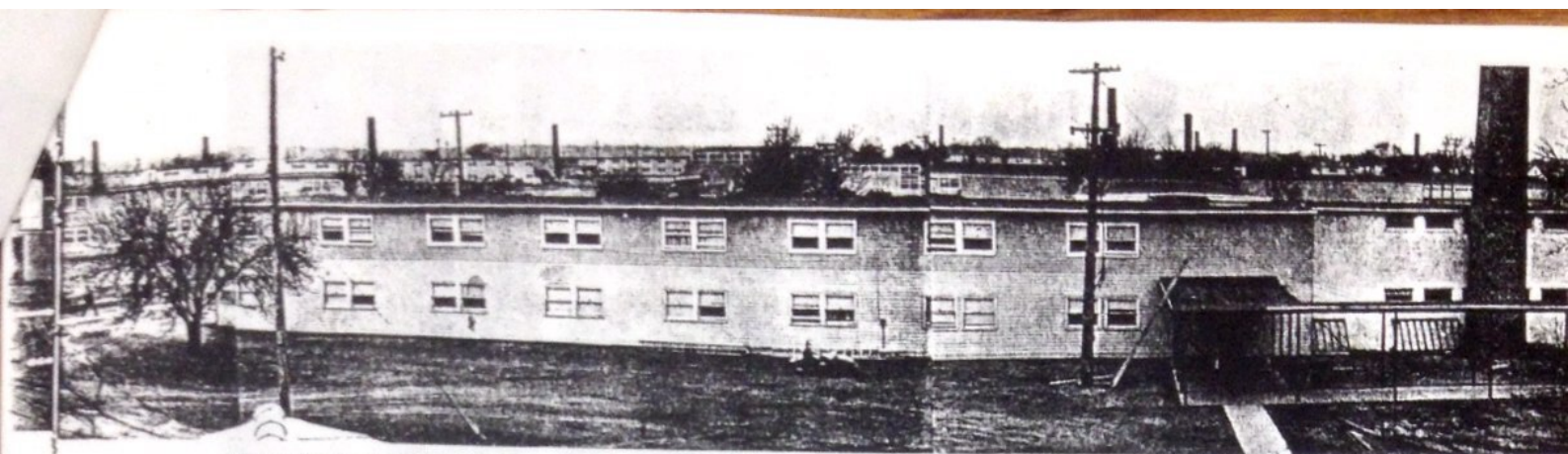
In a more serious analysis, one realizes that it is not a gold rush, or an economic or religious motive that is impelling this frontier development—rather it is part of a life-and-death-struggle between the democracies of the world and the Nazi regime in Europe and the Japanese terror in Asia.

Having established the tremendous project of the Willow Run Bomber plant far from the source of any accommodations that would house workers, it became necessary

to build, almost overnight, a frontier town of temporary dwellings, where men, women, and families could be housed in comfortable, sanitary accommodations with adequate recreational facilities, and at a cost that the individual could afford. Under the direction of the Federal Public Housing Authority, there has been planned for Willow Run, a community where there can be provided an assortment of accommodations, all of temporary nature, but designed to accommodate workers and their



Architect's drawing of a typical WILLOW LODGE DORMITORY UNIT. Fifteen of these units, each capable of housing 200 people, comprise Willow Lodge section of the Willow Run Townsite development.



offices. Some of the fifteen Dormitories comprising Willow Lodge are shown in this picture, as well as a group of stores and the Community Building, both of which are in the left foreground.

HOUSE BOMBER BUILDERS

families in accordance with their individual requirements..

The accompanying map of the area shows by project numbers, six different areas which make up the Willow Run Townsite. The area known as 20060 is designed to contain 3,500 temporary family dwelling units; with units to accommodate two, three, four or more people, and when operated at capacity, housing 14,000 persons. The area designated as 20061 is known as Willow Lodge and

is composed of fifteen dormitory units, each of which will house 200 people, or a total of 3,000 persons.

The area designated as 20062 is a similar type of development designed to accommodate 2,000 people. Still another area, known as 20112 will contain 1,000 war apartments, each apartment accommodating 2 persons, or a total of 2,000.

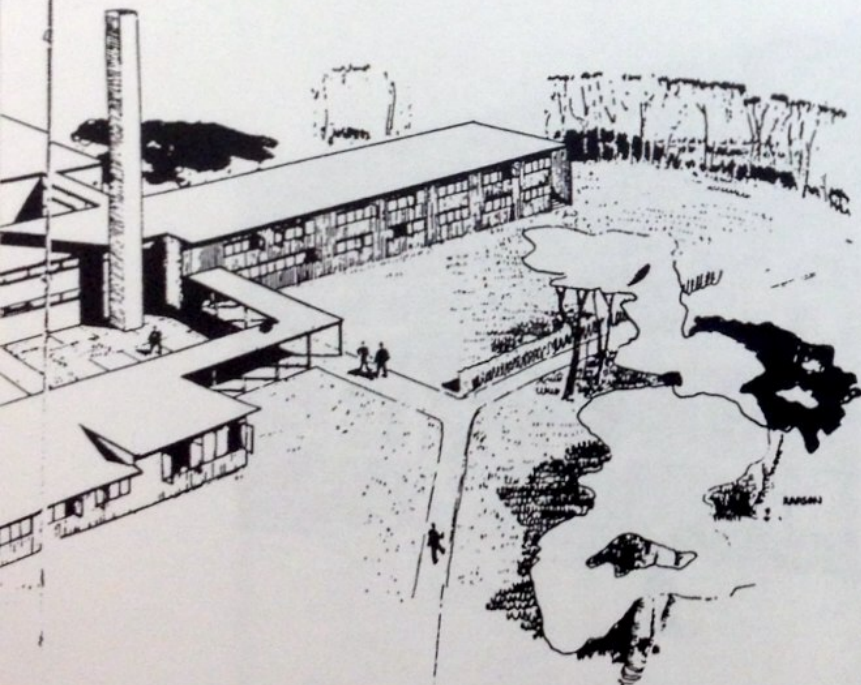
Another unique development is found in the area designated as 20058, where are located 960 trailer war apartments. This area is known as Willow Court. Each apartment houses two people or a total of 1,920 persons.

Still another area in the Townsite is known as 20113, and has been designed to accommodate 500 private trailers housing an estimated 2,000 people.

In this article we shall be concerned primarily with Willow Lodge, because in this section of the development is an activity that corresponds more closely to hotel operation. The fifteen dormitories (as they are called in the headquarters office) are, in reality, fifteen small hotels, each having capacity of 200 guests, yet all fifteen "hotels" being operated from the administration building on the same site. A former hotel manager is in charge of this part of the operation, and on his staff are numerous people whose background and experience stems directly from executive experience in hotels. Under the same management comes the supervision of the cafeterias, the recreation facilities, and other activities dovetailing into the operation of Willow Lodge.

At the Detroit office of the Federal Public Housing Authority we met Sherwood L. Reeder, Area Director, and Guy Larcom, Area Supervising Manager.

"The fundamental reason behind this project," said Mr. Reeder, "is to build bombers quickly and to have housing facilities near the plant. We realize that living away from home is not normal, and so we are trying to



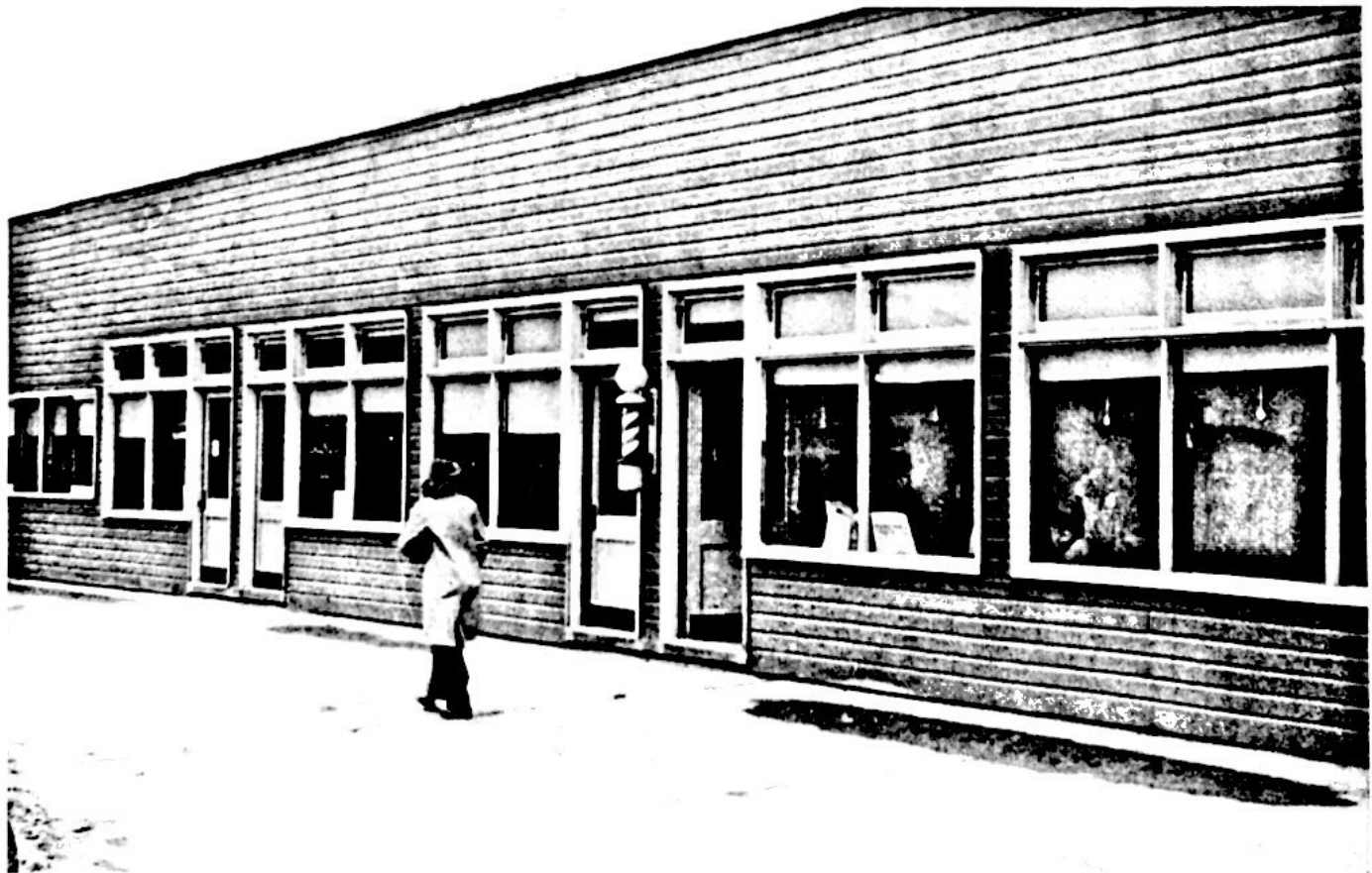


The POST OFFICE in the Administration Building is always a busy place.

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BARBER SHOP, laundry, beauty shop, dry cleaner—These are a few of the services already operated in this row of "frontier-like" stores.

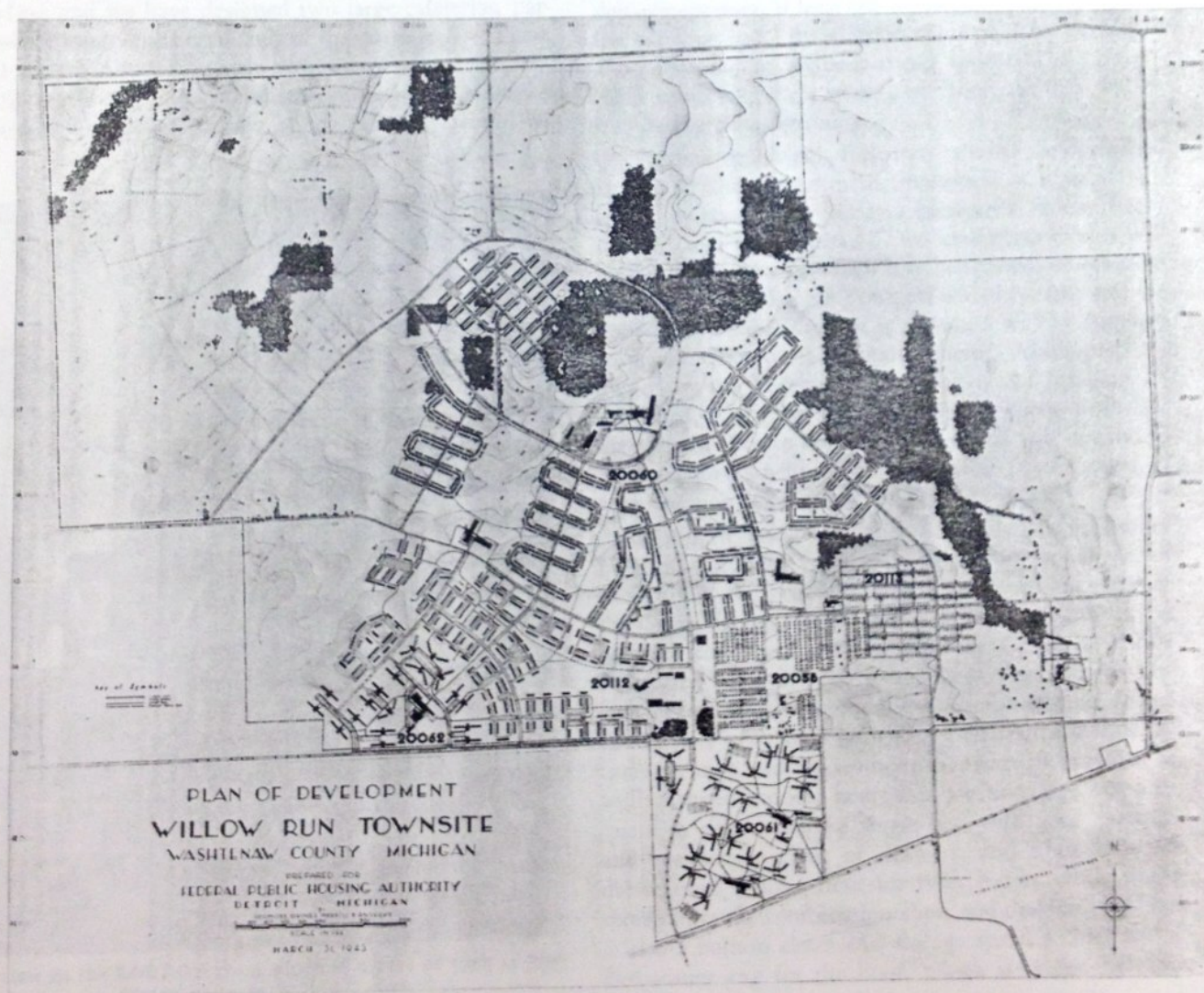


make these accommodations and their surroundings pleasant, in order that we will keep up the morale, the health, and the will for these people to work at the highest degree of efficiency and the best possible speed in producing bombers. It is being found increasingly difficult," he said, "and unsatisfactory, for workers to travel forty to seventy miles a day to their work. But, if decent housing is available, in healthful and pleasant surroundings, within reasonable proximity of the plant, and at reasonable cost, then it will be possible to attract the necessary number of workers to the job, and have them remain on the job. It is the providing of this housing, which is the task which the Federal Public Housing Authority has undertaken. The first of the dormitory units opened about two months ago and now has over 2,000 tenants, both men and women. In the Willow Court development, where there are 900 trailer apartment units, there has been set up a village of what is called 'Expandable Trailers,' these being a standard trailer body, without the under carriage, and manufactured in such a way that when used for housing, the sides expand outward with additional flooring, walls, and ceilings, all hinged to the framework, swinging neatly into place, and creating two

one-room apartments, each of which is roughly 10 by 20 feet and complete with lavatory, shower, sink, kitchen stove, storage space, and appropriate furniture. These accommodations are proving to be very popular."

Continuing, he said, "The building of houses and dormitories at Willow Run is only part of the problem. Last year at this time, farmers were plowing the fields where now we are constructing a complete sewage system, including a modern sewage disposal plant, as well as an entire new system of water mains. For water we depend upon five deep wells, augmented by a 400,000 gallon storage tank. Streets and sidewalks will have to be built thruout the area when the utility systems have been completed. Three elementary schools will be erected, and high school students will be taken care of by the Ypsilanti school system. In each project there will be com-

MAP of WILLOW RUN TOWNSITE. On this 2000-acre tract, which farmers were plowing a year ago, is being constructed a community to house 25,000 persons, all of whom are a part of the bomber-building industry carried on in the huge Willow Run plant where bombing planes are being built by Ford. Willow Lodge, hotel-like operation housing 3,000, is already in operation, as is Willow Court, a unique community created from trailer bodies.





Trees have been left standing wherever possible and utilized to enhance natural beauty, as is the case at the entrance to this dormitory.

munity buildings to provide game rooms, canteens for leisure sociability, libraries, and meeting rooms. There will also be facilities for religious programs and activities. It has been necessary of course to build facilities for feeding and we have designed two large cafeterias, particularly to serve the occupants of the dormitories. There is a 42-bed infirmary which administers to the sick, not in the sense of a hospital, but merely to furnish care for dormitory occupants in lieu of the care they would re-



View in the BUSINESS OFFICE where applications are made for accommodations in Willow Lodge.

ceive if they were with their families in their own homes.

"Commercial facilities are being constructed for the community and will include such items as grocery stores, markets, drug stores, beauty parlors, barber shops, a small department store, at least one movie, and possibly a bowling alley or two. In addition there will be developed areas for outdoor recreation and sports. The Government is building these stores and shops, but they will be leased to private operators.

"Normal municipal functions should be provided largely by the Government, inasmuch as it is not intended to incorporate the area because of its temporary nature," said Mr. Reeder. "Two exceptions to this will be the school system, which it is hoped will be operated as a part of the adjacent Ypsilanti school system; and the police protection, which it is expected will be supplied from the office of the County sheriff. Altho property owned by the Federal Government is not taxable," he explained, "Congress has authorized payment, in lieu of taxes, equivalent to normal taxes, which will be paid to the local government in which the projects are located, as compensation for the services being rendered."

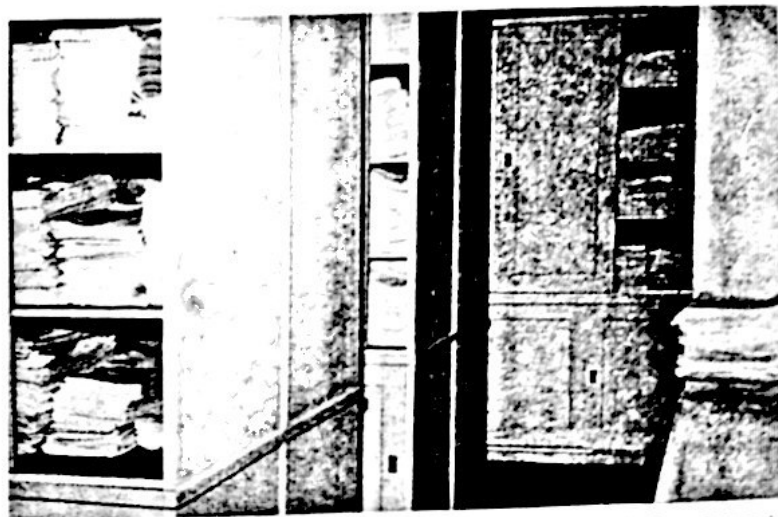
At Willow Lodge we met Clifford Taylor, former hotel man of many years' experience, who is manager of this part of the program. Mr. Taylor was manager of the Grand Hotel, Mackinac Island, last year, and his experience covers connections with the Canadian Pacific Railroad Hotels and the Hotel Department of the Detroit Trust Company. He explained that the fifteen dormitories in Willow Lodge have separate accommodations for men and for women; that linen is provided as well as maid service; bedrooms are not large but adequate in size, contain a single bed with good mattress and blankets, a chest of drawers, and a combination dresser and writing desk for twin rooms, while single rooms have the combination chest and desk only. There is also a built-in closet and storage space, a chair and a flax scatter rug for the floor, which is of non-burning



A view in the LOUNGE room which is a part of each of the fifteen units in Willow Lodge.



A view in one of the GUEST ROOMS in Willow Run Lodge. Furniture is wood, simple but strong, walls of composition board with photographic finish, floors cement with scatter rugs.



A view in the LINEN ROOM with which each dormitory is equipped.

qualities. The buildings are constructed of a 2 by 4 framework; the outer walls of painted siding; the inner walls surfaced with a composition board, made by the U.S. Gypsum Company, which has been treated with a photographic surface to imitate a natural wood finish. In each dormitory unit are located a sufficient number of community wash rooms containing an adequate number of showers, toilets, and lavatories. Each unit also has its own lobby and its own lounge for recreational purposes.

On the Willow Lodge premises are two large Community Buildings, each containing a large cafeteria, a bar and a beverage room where beer and wines will be sold, and other rooms for library, for lounging purposes, and for smaller group meetings. There is also an Assembly Hall, attached to one of the community buildings where dances, movies, lectures, and similar entertainment will be held.

The Cafeteria is equipped with chairs and tables to seat 400. The furniture has a natural wood finish, the floor cement. There is ample room to increase the seating capacity to 600. Approximately 3,200 a day are being

served at the present time. This can easily be increased to 6,000 a day. There are two cafeteria serving counters, each one taking care of half of the room. These counters have easy access to the kitchen, contained in a room in back of the cafeteria. The Cafeteria is operated as a concession by Community Cafeterias of Chicago, of which R. J. Cooper is manager.

The Cafeteria opens at 2:30 A.M. and remains open until 8:00 P.M. This goes on seven days a week. The hours cover a long spread because workers are constantly going on and off shifts at the bomber plant, and those on the day or night shift require meals at hours when they are not working. There are, consequently, three overlapping shifts employed in the cafeteria production and serving departments. A dinner menu is carried on the counter at all times, but there are also breakfast items ready to serve at any time. Cereals, for example, such as the many products of Kellogg Company, are on display constantly on the shelves, and other breakfast dishes, such as eggs, wheat cakes, etc. are made up on the short order range. The menu is changed twice a day, except on Sundays. All items are prepared fresh every day and the quality is maintained at the highest. Labor costs in the Cafeteria have been exceptionally high (because of the high labor rate in the area of the bomber plant) but the percentage for labor costs is gradually coming down as volume of the operation increases, and it is estimated it will gradually decrease to a normal of about thirty per cent. At the time of our visit, the cafeteria had been opened only three weeks. Over a hundred people are employed in the Cafeteria, of which 15 or 20 are short hour employees.

In the kitchen, we met George Denby, chef, who for nine years had been connected with the Michigan Union Building at Ann Arbor. Coal ranges, the South Bend make, are used. There are five of them and provision has been made for installation of two electric deep fat fryers. In the dishwashing department we saw a Blakeslee-



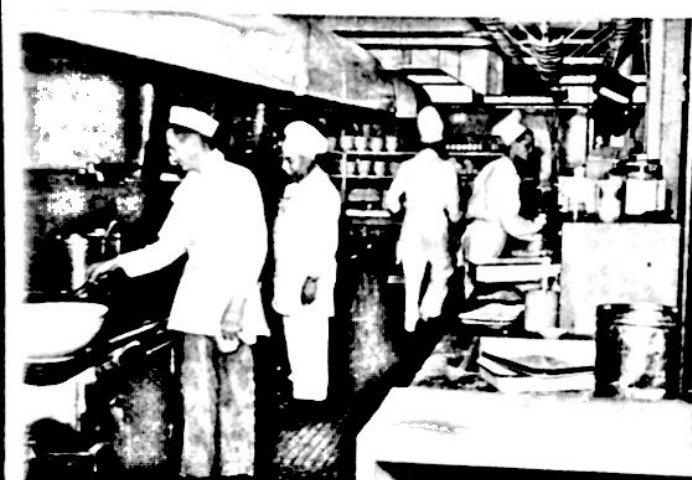
CLIFFORD R. TAYLOR, Manager Willow Lodge, confers with MARTIN SCHAFFRAN, Assistant Manager.



A view of the CAFETERIA SERVING COUNTER.



Typical scene in the CAFETERIA.



View of the RANGE SECTION.



The DISHWASHING DEPARTMENT, equipped with a Blakeslee-Built Victor.



Back of the ranges are the KETTLES, STEAMERS, and PREPARATION DEPARTMENT.



SALAD PANTRY and BUTCHER'S STATION. Chef Denby at right.



A view in the PASTRY DEPARTMENT where scores of pies, rolls, biscuits, and cakes are turned out daily. Notice the modern Blakeslee Mixer.

Victor doing a good job in keeping the white Shenango china clean. In back of the range section there are three John Van steam kettles, also two three-deck Pix steamers. In the preparation department is a large Buffalo chopper, a Blakeslee potato peeler and a Globe slicer. Iceboxes are made by Chrysler and Koppen. There is one for meats, another for vegetable and dairy products, and a pantry has a separate reach-in McCall box. The cooling unit is Hussman and there are three compressors in a room adjoining the iceboxes. The cooling system is the forced air type which keeps boxes dry as well as cool.

In the bake shop, there is a Blodgett coal oven, a large Blakeslee mixer, and additional iceboxes of both walk-in and reach-in type. We were told that the output of this shop includes among other things 170 pies, 25 layer cakes, six pans of baked apples, 25 dozen sweet rolls, and countless hard rolls every day.

The storeroom is at the rear of the building, adjoining the delivery entrance, and directly opposite the office of Miss Powell, cafeteria manager, and the offices of the chef and food controller.

Guided by Mrs. L. McLain, housekeeper of Willow Lodge, we saw several of the typical accommodations for tenants. Mrs. McLain formerly was housekeeper of the Rowe Hotel in Grand Rapids, until it was taken over by the Army. Previously she had been connected with the Whittier in Detroit and the Penn-Lincoln in Wil-

kinsburg. In doing her bit toward the war effort at Willow Lodge, she is finding the resourcefulness and training gained in past experiences is of inestimable value. We also met F. X. Servaites, who is in charge of Willow Court, the "village" composed of rows and rows of "expandable" trailers, and also in charge of the private trailer area.

The architects for Willow Lodge were Saarinen and Swanson of Birmingham, Michigan.

Vegetables and fruits for table decoration: Maitre d'Hotel Martin of the Fifth Avenue Hotel, New York, taking his cue from the Victory Garden campaign, uses vegetables and fruits for table decoration. Fresh raw vegetables and fruits are arranged in the conventional motif heretofore carried out with floral greens and blossoms. "These decorations don't die when the last guest departs," says Martin. "In fact, they live a double life. The second one is the one for which they were intended—in the kitchen. Then they can make a reappearance on another dinner table—this time cooked." The vegetables and fruits are well chilled before they are used as table decorations, so they are still nice and fresh when they have fulfilled that life and are ready for their second usefulness.

Dame Necessity unusually prolific these wartime days: Necessity is the mother of invention. Just now the lady is exceedingly prolific in devising substitutes for this, that, and the other thing that the public thought they could not do without. Many of her substitutes have made good, and some of them so successfully that she has found it necessary to mother also a lot of substitutes for substitutes.

Tactful handling of arrogant smokers: "The Boston and Maine is using hotel tactics in handling arrogant smokers who light up in any coach regardless. The conductor hands the offender a neatly printed slip with the request that he go to the smoker if he desires to smoke. It is a courteous gesture and is getting results," says Herb Baldwin, the road's public relations director.—*Boston Hotel News*.

A good coffee shop item: "Everytime we put them on the menu it's a sell out—Home made Baked Pork and Beans, New England style with Melba toast."—*Ten Eyck (Albany) News*.

Hotel Pennsylvania, New York, has received an "award of merit" from Greater New York Safety Council. The award represents the winner in the Group "D" classification in the hotel accident reduction contest for the year 1942, during which time the Hotel Pennsylvania operated 70,864 work hours per accident.

Don Burger and associates have purchased Villa Riviera at Long Beach, California, and the Don Burger Management Company will operate it. Villa Riviera is a high class apartment house of 350 rooms. Mr. Burger formerly managed the Sir Francis Drake Hotel in San Francisco, and more recently was with hotels in Chicago and New York.